

★ ★ ★ ★ ★ ★ ★ ★ **ANNUAL REPORT 2005** ★ ★ ★ ★ ★ ★ ★ ★



**VA NEW ENGLAND
HEALTHCARE SYSTEM (VISN 1)**

www.visn1.med.va.gov
<http://vawww.visn1.med.va.gov>

☆ From the Network Director ☆



*Jeannette A. Chirico-Post, MD
Network Director*

It is with great pleasure that I present to you the VA New England Healthcare System (Network 1) Annual Report for FY 2005. This annual report provides the opportunity to review the accomplishments of Network 1 during the past year, assess the challenges we face, and plan for the future. Our goal is to make sure that we have the right programs and services, the right resources to deliver the care, and well-trained and well-satisfied staff in place to deliver the care.

I am proud to announce that the quality of health care we give to veterans was recognized by being awarded the Veterans Health Administration (VHA) Kizer Quality Achievement Recognition Grant. This prestigious award is the highest award given by VHA in recognition of performance excellence and quality achievements. Equally important, the award honors our valued employees.

Quality of care has always been our main focus, and in 2005 the measures by which our performance was evaluated demonstrated significant achievements. Network 1 has consistently been among the top tier of Networks in performance measure achievement. We ended fiscal year 2005 with 73.3 percent of performance measures in the Fully Successful and Exceptional range ranking us second in the Nation.

The VA New England Healthcare System continues to focus on fiscal solvency and the development of strategic initiatives to ensure an improved financial foundation to meet the health care needs of the veterans of New England. We developed a Network Strategic Plan that integrates our strategies and supporting initiatives with VHA's Mission, Vision and Values and Eight for Excellence Strategies. These priority initiatives include Coordination of Care, Integration of Specialty and Acute Care, Fiscal Solvency, and Enhance Mental Health Programs. Locally and nationally we invested in ways to improve our outreach and care to returning service members from Iraq and Afghanistan and to underserved veterans.

It is both a great responsibility and great privilege to care for our nation's veterans. I remain proud of the exceptional dedication of the 9300 employees in Network 1. We remain committed to providing quality health care services to the veterans we serve.

Jeannette A. Chirico-Post, MD
Network Director





★ Mission, Vision and Values ★

Mission

Honor America's veterans by providing exceptional health care that improves their health and well-being.

Vision

To be a patient-centered integrated health care organization for veterans providing excellent health care, research, and education; an organization where people choose to work; an active community partner; and a back-up for national emergencies.

Values

Trust ★ Respect ★ Excellence ★ Compassion ★ Commitment

VHA Eight for Excellence

Continuously improve the quality and safety of health care for veterans, particularly in those health issues associated with military service

Provide timely and appropriate access to health care by implementing best practices

Continuously improve veteran and family satisfaction with VA care by promoting patient centered care and excellent customer service

Promote diversity, excellence, and satisfaction in the workforce and to foster a culture which encourages innovation

Promote excellence in business practices through administrative, financial, and clinical efficiencies

Focus research and development on clinical and system improvements designed to enhance the health and well-being of veterans

Promote excellence in the education of future health care professionals and to enhance VHA partnership with affiliates

Promote health within VA, local communities, and the Nation consistent with VA's mission

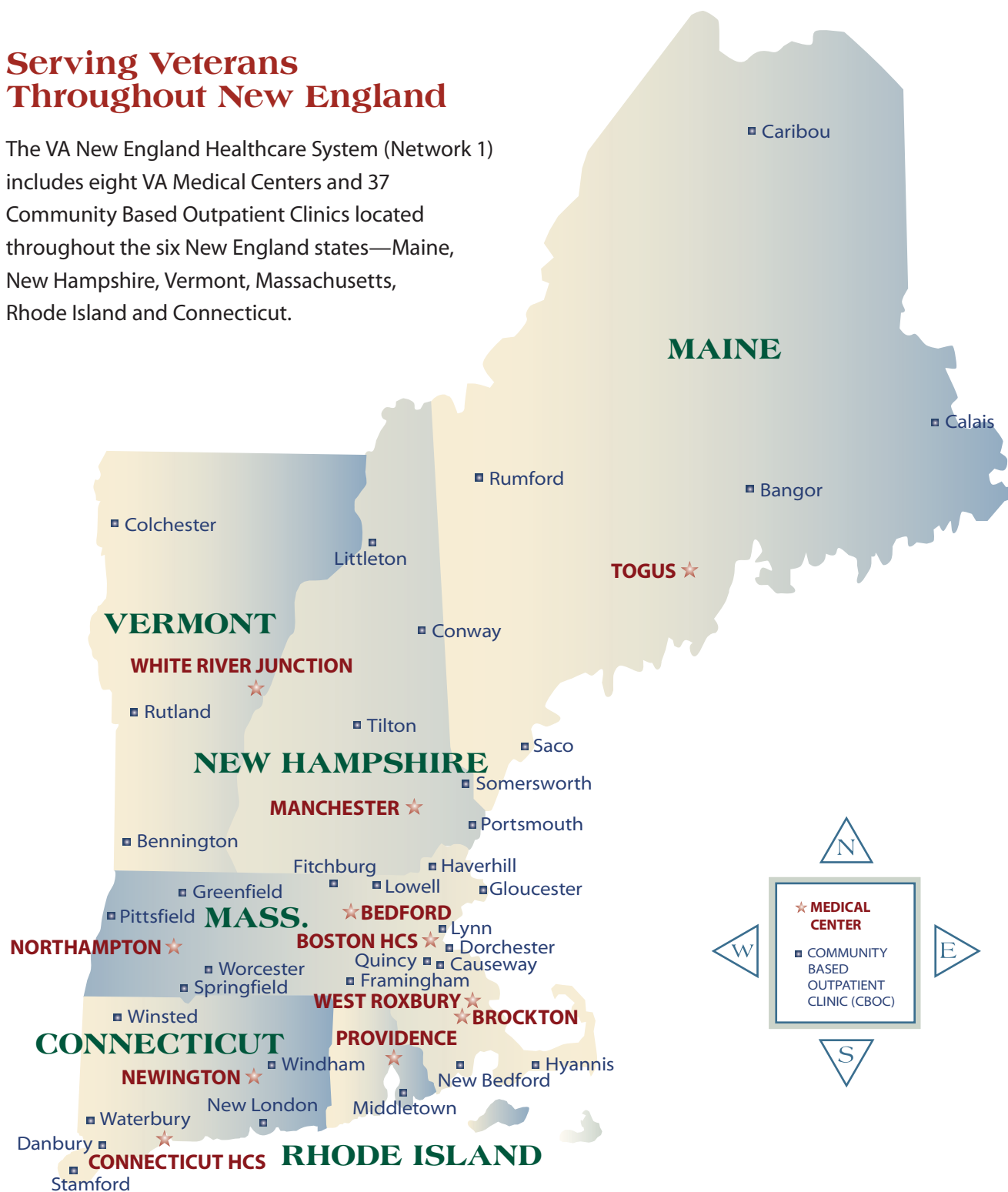




☆ Network One ☆

Serving Veterans Throughout New England

The VA New England Healthcare System (Network 1) includes eight VA Medical Centers and 37 Community Based Outpatient Clinics located throughout the six New England states—Maine, New Hampshire, Vermont, Massachusetts, Rhode Island and Connecticut.



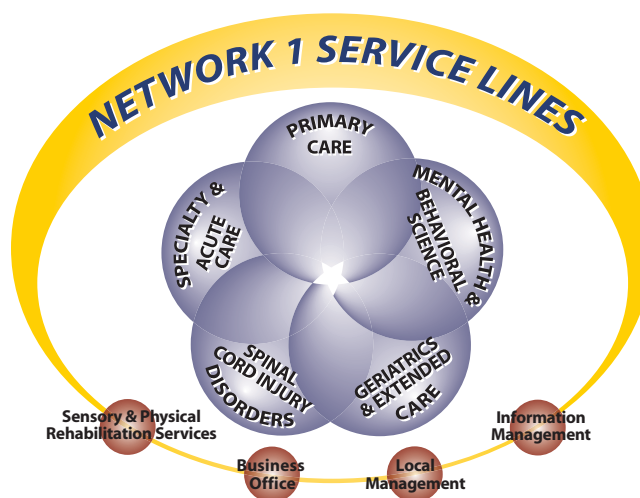
☆ Who We Are ☆

Who We Are

The VA New England Healthcare System (Network 1) is an integrated health care delivery system that provides comprehensive, high quality, innovative care, in a compassionate manner to all the veterans it serves. Care is provided along a seamless continuum based in Primary Care. New England is a large geographic area covering 70,000 square miles that spans the full spectrum of socioeconomic conditions from dense, urban centers to sparsely populated rural areas.

The New England Network includes eight VA Medical Centers and 37 Community Based Outpatient Clinics located throughout the six New England states - Maine, New Hampshire, Vermont, Massachusetts, Rhode Island and Connecticut. Network 1 has improved access to care such that we have health care delivery sites within 30 miles of 97% of the veterans served in New England. The VA New England Healthcare System Network Office is located on the campus of the VA Medical Center, Bedford, Massachusetts.

A Service Line approach to health care delivery is utilized and organized around broad categories of care: primary care, specialty and acute care, mental health care, spinal cord injury care, and geriatrics and extended care. These programs are horizontally integrated across the Network to enhance the quality of care by developing consistent standards of care and benchmarks. Coordination of care among facilities allows patients to move through a system of referrals for needed care, in order to access the highest quality providers for their specialized need.



Who We Serve

The VA New England Healthcare System's mission is to improve the health of veterans through clinical care, education and research. The veteran population in the New England area consists of over 1.2 million veterans. Network 1 provides services to 236,000 veterans with a total budget of over \$1.4 billion. Medical centers currently operate 1,910 inpatient beds for acute medical/surgical, mental health, nursing home and domiciliary care. Annually, the Network has over 26,000 admissions and over 2.4 million outpatient visits.

The primary goal for the VA New England Healthcare System is to ensure access for all enrolled veterans to the right care, at the right time, at the right place, at the right cost and of the highest quality. The VA New England Healthcare System continuously strives to improve access, quality, patient satisfaction and wellness to better serve the veterans of New England.



★ Leadership ★

National Awards and Recognition



- ★ **VHA Kizer Quality Achievement Recognition Grant:** VISN 1 selected for the 2004-2005 VHA Kizer Quality Achievement Recognition Grant

- ★ **Robert W. Carey Circle of**

Excellence Award: White River Junction VAMC received the Secretary of Veterans Affairs 2005 Robert W. Carey Circle of Excellence Award

- ★ **Malcolm Baldrige National Quality Award Site Visit:** White River Junction VAMC became the first federal facility to receive a Malcolm Baldrige National Quality Award site visit
- ★ **Under Secretary's Excellence in Public Affairs Award Program:** VISN 1 recognized with first and second place awards in the publications category for special publications
- ★ **Under Secretary's Diversity Awards Program:** Bedford VAMC recognized with first place Level 1 award for Comprehensive Diversity Management Program

Network Governance Committees Modeled on Baldrige Principles

- ★ Clinical Leadership Committee
- ★ Customer Service Committee
- ★ Human Resources Committee
- ★ Informatics & Data Management Committee
- ★ Network Resource Committee
- ★ Strategic Planning Committee

Leadership

- ★ Successfully sponsored third annual leadership conference for Network, medical center and service line leaders with a focus on "Valuing Patients - Our Customers"
- ★ Established a Network-wide Safety Task Force to implement recommendations from Network audit with improvements through policy, infrastructure projects, training and equipment
- ★ Initiated network-wide standard reviews for safety including implementation of Environmental Management System (GEMS)
- ★ Completed Third Party Audits of Environmental Safety by contractor, including entry of survey data and entry of corrective actions into the CP Track database
- ★ Promoted Network Emergency Preparedness through seminar on "Readiness for Treating Casualties from Chemical, Biological, Radiological/Nuclear Terrorist Attack"

National Accreditation Organizations

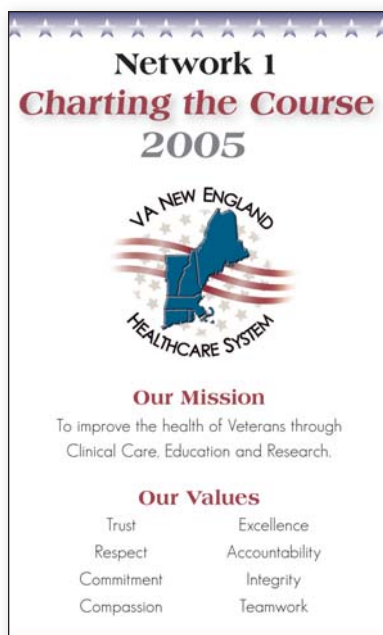
We maintain compliance with national accreditation organizations:

- ★ Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
- ★ Commission on Accreditation of Rehabilitation Facilities (CARF)
- ★ Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC)
- ★ Association for the Accreditation of Human Research Protection Programs (AAHRPP)
- ★ College of American Pathologists (CAP)
- ★ American Association of Blood Banks (AABB)

★ Strategic Planning ★

Network Strategic Planning

- ★ Identified and initiated fiscal solvency initiatives at VISN Strategic Planning Retreat to achieve cost savings or revenue benefit, ensure quality of care and broaden standardization with specific emphasis on fee cost, pharmacy cost, inventory standardization, prosthetics and Medical Care Cost Fund (MCCF)
- ★ Developed VISN 1 Stage 2 Strategic Plan for 2006 - 2010 that identifies key Network goals and promotes Veterans Health Administration (VHA) initiatives and strategies
- ★ Participated in the Capital Asset Realignment for Enhanced Services (CARES) Feasibility Study for the delivery and location of services for providing care to veterans now treated at Bedford VAMC and VA Boston Healthcare System. A VA-appointed CARES Local Advisory Panel provided public meetings, stakeholder input and development of options for consideration by the VA Secretary.



- ★ Through dissemination of the *Charting the Course 2005* pocket card, successfully enhanced employee knowledge of the top Network strategic goals.

Top Four Network Strategic Goals

- ★ **Coordination of Care**
To provide patients with coordinated health care with a home telehealth focus
- ★ **Integration of Specialty & Acute Care**
To develop a network-wide structure to improve access and timeliness of specialty services
- ★ **Fiscal Solvency**
To operate within budget
- ★ **Enhance Mental Health Programs**
To address services for homeless with mental illness and enhance mental health services and support services

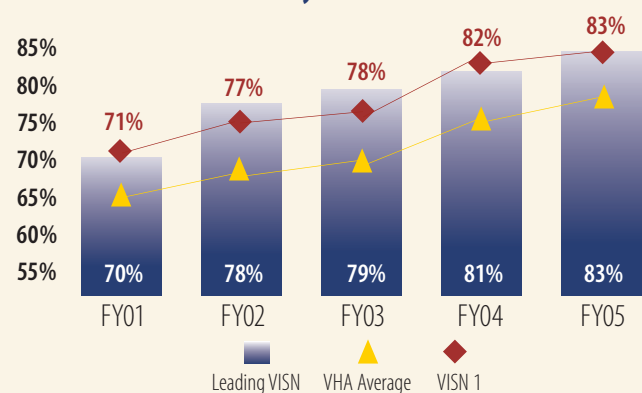


Focus on Patients, Other Customers and Markets

- ★ Recognized as one of top 5 VISNs nationally for number of veterans logging on My HealthVet; Bedford VAMC is national winner in three of the last four years for promotional campaigns to inform veteran patients about My HealthVet
- ★ Initiated Chiropractic services at VA Connecticut Healthcare System and Togus VAMC providing veterans with timely and easy access to chiropractic services
- ★ Established Prevention and Care Teams (PACTs) for lower extremity amputations at each facility to ensure high risk patients receive the appropriate level of care and timely referral to sub-specialists to prevent the need for amputation
- ★ Implemented VA's standardized weight management control program, Managing Obesity for Veterans Everywhere (MOVE) throughout VISN 1, emphasizing health and well being programs targeted at patient's specific needs
- ★ Provided assistance for nearly 64,000 inquiries received by the VISN 1 Customer Call Center from veterans seeking timely resolution of billing questions

- ★ Launched VISN 1 Intranet site for Customer Service that includes educational materials, contact information, Service Recovery Information, SHEP data, links to facility sites and opportunities for feedback
- ★ Implemented Service Recovery programs at all VISN 1 facilities to proactively solicit veteran feedback and initiate system improvements
- ★ Promoted stakeholder awareness about programs and services at facilities and Community Based Outpatient Clinics throughout VISN 1 through publication of VISN 1 Resource Handbook 2005

Percentage of Outpatients Rating Quality of VA Care Very Good or Excellent



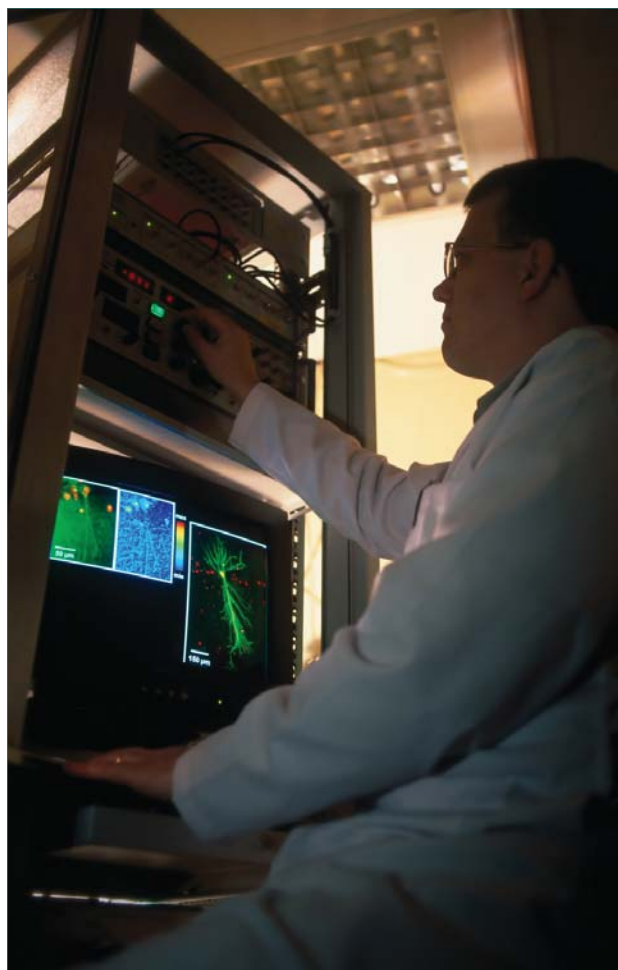
Focus on Returning Combat Veterans

- ★ Established partnership with Community Based Health Care Organization (CBHCO) Army reserve case managers to manage care for National Guard and Reservists on convalescent leave in VISN 1
- ★ Provided information and assistance to Operation Iraqi Freedom/Operation Enduring Freedom (OIF/OEF) service members through implementation of demobilization programs and incorporated actions

Network-wide for compliance of timeliness and satisfaction. Provided assistance to nearly 57,000 enrolled veterans

- ★ Federal Strategic Health Alliance (Feds Heal) Program - in collaboration with the Department of Defense, Network 1 provides mobilization and demobilization dental screenings for National Guard and Army Reserve

☆ Measurement, Analysis and Knowledge Management ☆



- ★ Successfully completed Health Data Repository standardization requirements in all categories
- ★ Implemented Project Management Office enabling accurate tracking of Information Technology (IT) projects and potential pilot projects
- ★ Recognized as national model for Durable Medical Equipment (DME) contract for installation and retrieval of home telehealth equipment
- ★ Captured cardiology procedure data using the Clinical Procedures Package to help improve revenue collections and ensure correct capture of workload data
- ★ Conducted Data Mart Needs Assessment including Developed Data Use Agreements for release of Data Mart information
- ★ Developed Decision Support System (DSS) workload Standard Operating Procedure (SOP) ensuring Treating Specialties are accurate and current
- ★ Initiated Health Insurance Portability and Accountability Act (HIPAA) disclaimer statement and Frequently Asked Questions (FAQ) sheet safeguarding appropriate use of sensitive information in E-Mail



★ Staff Focus ★

Staff Focus

- ★ Piloted a Network-wide FY05 Goal Sharing Program designed to unify all employees in accomplishing the primary goals of the Network
- ★ Recognized employees for achievement of Network strategic goals through the Network Awards and Recognition Committee
- ★ Provided Education Center programs awarded national accreditation status by national organizations:
 - The American Nurses Credentialing Center (ANCC)
 - The Accreditation Council for Continuing Medical Education (ACCME)
 - The Accreditation Council for Pharmaceutical Education (ACPE)
 - The American Council of Social Workers (ACSW)
- ★ Conducted over 125 fully accredited educational programs including Leadership Orientation, Supervisory Development, Management Leadership Development, Executive Leadership Development and Nurse Leadership Academy
- ★ Participated in mid-cycle VHA All Employee Survey 2005 with results incorporated in process improvements
- ★ Improved recruitment and retention of high quality health care personnel through VA Nursing Education for Employees Program, Technical Career Field and Education Debt Reduction
- ★ Maintained positive Labor/Management partnership

Sponsored Educational Conferences

- ★ 2005 National Geriatrics and Extended Care Conference providing a forum to discuss clinical challenges and opportunities in long-term care
- ★ VISN 1 Amputation Prevention and Care Symposium featuring nationally recognized leaders in amputation prevention, prosthetics and promoting excellence in care of patients with amputation
- ★ Second Annual VISN 1 Women's Health Summit focusing on health care issues for women veterans
- ★ VISN 1 Telemedicine Conference "Telemedicine Moves Throughout VISN 1" with Chief Consultant, VA Office of Care Coordination as keynote speaker
- ★ Third Annual Program in Gerontology "Aging Successfully - Living Well Longer" with VA New England Geriatric Research Education and Clinical Center (GRECC), VISN 1 and VISN 2 Geriatrics and Extended Care Service Lines, and Northeastern University
- ★ VISN 1 "Successful Work with Diverse Veterans: More than Just a Vision" conference to increase staff awareness of the importance of cultural issues in working with veterans

Employees Who Serve

- ★ Network 1 is proud to honor the 341 employees who are members of the Reserves and National Guard. During Operation Iraqi Freedom and Operation Enduring Freedom, these employees were called to active duty or stood ready to serve our country.



☆ Process Management ☆



Process Management

- ★ Underwent System-wide Ongoing Assessment and Review Strategy (SOARS) review at all VISN 1 facilities with consistent action and follow-up to recommendations
- ★ Named Best Practice for Tuberculosis (TB) Task Force for tracking patients, staff and residents potentially exposed to TB
- ★ Initiated pharmacy practice efficiencies for revenue conservation monitored through the Network Executive Leadership Board (ELB) assessing non-formulary requests, overall Consolidated Mail Out Pharmacy (CMOP) adherence, drug utilization and provider profiling and feedback for long-term benefit
- ★ Implemented Network Prosthetics Clinical Management Program (PCMP) Committee to oversee prosthetics program compliance, promote standardization and uniform clinical practice guidelines, including policies on eyeglasses, hearing aids, surgical implants and home oxygen program
- ★ Standardized admission criteria for Intensive Care Units (ICUs) throughout the Network, including ICU nursing staff and attending physicians being ACLS certified
- ★ Implemented Tele-Mental Health Services for Caribou CBOC, Bennington CBOC and Hyannis CBOC using telemedicine, provider based at the medical center and patient at CBOC
- ★ Opened new Cardiac Catheterization Lab at VA Boston Healthcare System, West Roxbury Campus, establishing a second Cath Lab at VA Boston Healthcare System
- ★ Created a Mental Health Interfacility Transfer Committee and created process to streamline referrals between VISN 1 facilities
- ★ VA Connecticut Healthcare System first VA medical center in the nation to provide carotid stenting, a collaborative effort between vascular surgery, interventional cardiology, interventional radiology and neuroradiology
- ★ Aggressively pursued standardization in clinical and administrative areas in equipment purchases, resulting in savings of approximately \$2M
- ★ Formed laboratory, radiology and consult utilization groups to standardize ordering and utilization practices in VISN 1, develop guidelines that promote effective and consistent usage, and evaluate the cost effectiveness of protocols



Performance Results



Organizational Performance Results



- ★ Ranked above the national VHA average in Quality of Care ratings for both inpatients and outpatients
- ★ C&P exam processing times at Manchester VAMC best in the nation
- ★ Results of two unannounced JCAHO surveys conducted showed no significant recommendations
- ★ Exceeded performance measure in all five categories of the Learner's Perception Survey response rate
- ★ Ranked #1 nationally in MCCF goal achievement, collecting \$95,838,223
- ★ Realized cost savings of \$1.5 million through contract with Health Net Federal Services, Inc., through discounts in managed care networks
- ★ Achieved non-appropriated revenue of \$7.7 million; \$1.6 million more than in FY04, and 124% of FY05 goal

Performance Measure Achievement

- ★ 73.3% of performance indicators were at least Fully Successful, ranking second in the nation
- ★ VISN 1 Primary Care led the nation in performance for
 - Patient satisfaction with Quality of Outpatient Care
 - Tobacco cessation counseling
 - Pneumococcal immunization
 - Cholesterol control in diabetics
 - Patient education in patients with heart failure
- ★ Exceptional performance in the Home & Community-Based Care performance measure
- ★ Exceptional performance in the Nursing Home Care Average Daily Census monitor
- ★ Ranked in the top performers for External Peer Review Program (EPRP) performance measures and compliance with Clinical Practice Guidelines
- ★ Successfully met 83.1% of financial performance measures



Cost and Revenue

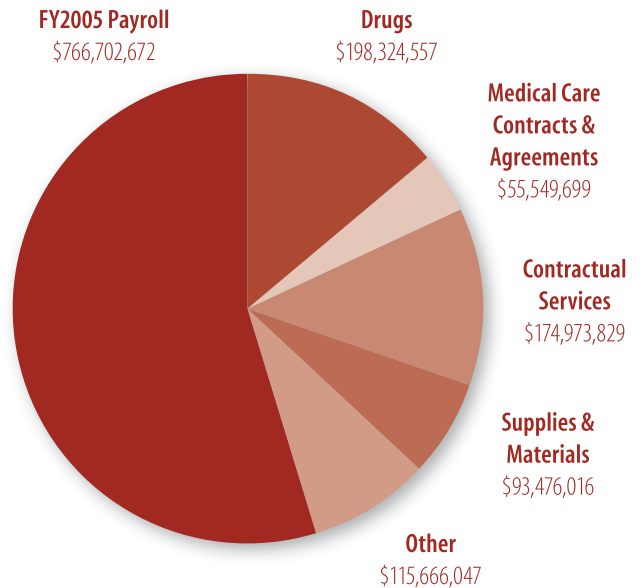
Cost and Revenue

VISN 1 received a 2% increase (\$24M) in the initial budget of \$1.2B over the previous year. This amount was later supplemented with an increase of \$61M in emergency supplemental funding from Congress. In addition, \$95.8M was collected from third party insurance and co-payments and \$20M in reimbursements. VISN 1 received \$138M to fund special programs, bringing the total operating budget to \$1.4B in FY 05.

\$65M was invested in capital upgrades, including medical equipment, information technology and maintenance and repair construction projects.

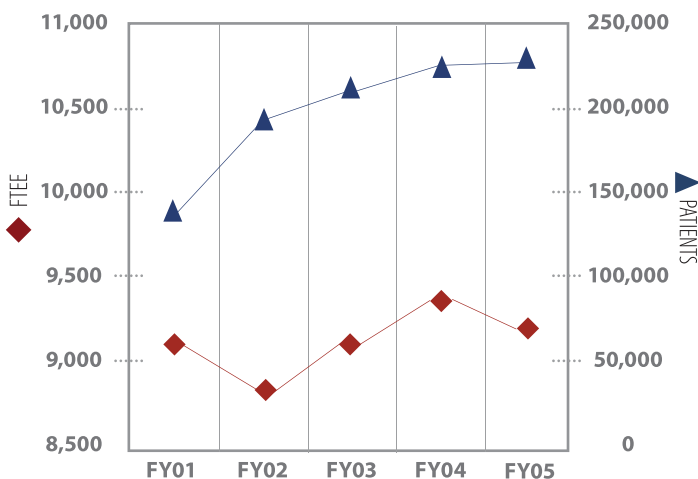
- ★ Increased veterans served by 1%
- ★ Total cost per VA unique increased 6.3%
- ★ Drug costs per unique increased 0.3%
- ★ Radiology costs per unique increased 4.6%
- ★ Laboratory costs per unique decreased 3.8%

TOTAL NETWORK ALLOCATIONS Fiscal Year 2005



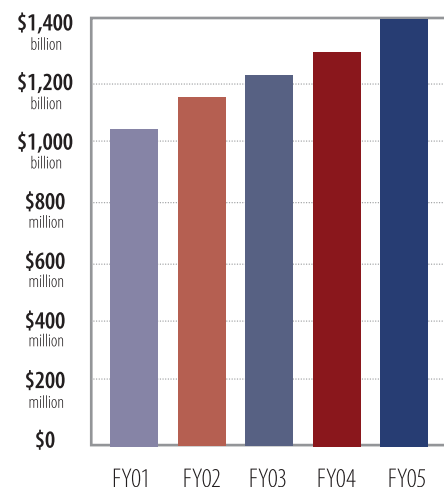
NETWORK FTEE AND UNIQUES

Through efficiencies and improved processes, Network 1 is able to treat more veterans with fewer employees



NETWORK VERA ALLOCATIONS Fiscal Year 2005

Network 1 is taking care of more veterans; budget allocations have increased



★ Research and Education ★

Research Statistics

- ★ Research funding for Network 1 was over \$31.8 million for FY05, ranking among the highest for Networks.

Academic Affiliates

- ★ Boston University School of Medicine
- ★ Brown Medical School
- ★ Dartmouth Medical School
- ★ Harvard Medical School
- ★ Tufts University School of Medicine
- ★ University of Connecticut School of Medicine
- ★ University of Massachusetts School of Medicine
- ★ University of New England School of Osteopathic Medicine
- ★ University of Vermont School of Medicine
- ★ Yale University School of Medicine

Clinical Programs of Excellence

- ★ Cardiac Surgery
- ★ Post-Traumatic Stress Disorder
- ★ Renal Dialysis
- ★ Seriously Mentally Ill
- ★ Substance Abuse
- ★ Women Veterans

Research Centers and Programs

- ★ Addictive Behaviors and Psychiatric Disorders
- ★ Aphasia Research Center
- ★ Cancer Prevention and Treatment
- ★ Center for Health Quality, Outcomes & Economic Research (CHQOER)
- ★ Center for Innovative Visual Research
- ★ Center for Neuroscience and Nerve Regeneration
- ★ Center for Organization, Leadership and Management Research (COLMR)
- ★ Center for Restorative & Regenerative Medicine Gulf War Illnesses
- ★ Clinical Epidemiology Research Center (CERC)
- ★ Collaborative Study of Ophthalmic Imaging Techniques with the Joslin Clinic
- ★ Cooperative Studies Program Coordinating Center (CSPCC)
- ★ Environmental Hazards Center: Behavioral Neurotoxicology
- ★ Geriatric Research Education Clinical Center (GRECC)
- ★ Gulf War Illness
- ★ Health Services Research & Development (HSR&D)
- ★ Hypertension and Cardiovascular Diseases
- ★ Massachusetts Veterans Epidemiology Research & Information Center (MAVERIC)
- ★ Medical Research
- ★ Memory Disorders Research Center
- ★ Mental Illness Research Education and Clinical Center (MIRECC)
- ★ National Center for Post Traumatic Stress Disorder (PTSD)
- ★ Northeast Program Evaluation Center (NEPEC)
- ★ Rehabilitation Research
- ★ Schizophrenia Neuroimaging Research
- ★ Spinal Cord Injury Research
- ★ Targeted Research Enhancement Program



★ Community and Events ★

- ★ VISN 1 Network Office and VA Connecticut Healthcare System participated in an anti-terror drill, TOPOFF 3, sponsored by the Department of Homeland Security. The exercise was designed to strengthen the nation's capacity to prevent, protect against, respond to, and recover from terrorist attack involving weapons of mass destruction.
- ★ Participated in the U.S. House Veterans Affairs Subcommittee on Health field hearing on "Rural Veterans' Access to Primary Care: Successes and Challenges." Congressmen Mike Michaud (Maine) and Henry Brown (S.C.) hosted the hearing in Bangor, Maine.
- ★ Over 140 VISN 1 employees responded to assist in relief efforts in the aftermath of Hurricanes Katrina and Rita.
- ★ Relocated and expanded services at Community Based Outpatient Clinics (CBOCs) in Somersworth, N.H.; and Calais and Rumford, Maine.
- ★ 8th Annual Winter Sports Clinic for Disabled Veterans held at Mount Sunapee, N.H., ski resort on Jan. 10-13, 2005.
- ★ Established a Veteran-Hospice Partnership with the Massachusetts Hospice Federation to facilitate veterans' access to community hospice services.
- ★ VISN 1 benefited from the services of many generous volunteers. The number of regularly scheduled volunteers totaled 7,842 who provided 610,120 hours of service. Donations received through Voluntary Service totaled over \$2.5 million.



N.E. Congressional Delegation

Connecticut

- ★ Senator Christopher Dodd
- ★ Senator Joseph Lieberman
- ★ Representative Rosa DeLauro
- ★ Representative Nancy Johnson
- ★ Representative John Larson
- ★ Representative Christopher Shays
- ★ Representative Rob Simmons

Maine

- ★ Senator Susan Collins
- ★ Senator Olympia Snowe
- ★ Representative Tom Allen
- ★ Representative Mike Michaud

Massachusetts

- ★ Senator Edward Kennedy
- ★ Senator John Kerry
- ★ Representative Michael Capuano
- ★ Representative William Delahunt
- ★ Representative Barney Frank
- ★ Representative Stephen Lynch
- ★ Representative Edward Markey
- ★ Representative James McGovern
- ★ Representative Marty Meehan
- ★ Representative Richard Neal
- ★ Representative John Olver
- ★ Representative John Tierney

New Hampshire

- ★ Senator Judd Gregg
- ★ Senator John Sununu
- ★ Representative Charles Bass
- ★ Representative Jeb Bradley

Rhode Island

- ★ Senator Lincoln Chafee
- ★ Senator Jack Reed
- ★ Representative Patrick Kennedy
- ★ Representative Jim Langevin

Vermont

- ★ Senator James Jeffords
- ★ Senator Patrick Leahy
- ★ Representative Bernard Sanders

VA New England Healthcare System (VISN 1)

Medical Centers

CONNECTICUT

VA Connecticut Healthcare System

Newington Campus
555 Willard Avenue
Newington, CT 06111
(860) 666-6951

West Haven Campus

950 Campbell Avenue
West Haven, CT 06516
(203) 932-5711

MAINE

Togus VA Medical Center

1 VA Center
Augusta, ME 04330
(207) 623-8411

MASSACHUSETTS

Edith Nourse Rogers Veterans Memorial Hospital

200 Springs Road
Bedford, MA 01730
(781) 275-7500

VA Boston Healthcare System

Jamaica Plain Campus
150 S. Huntington Avenue
Boston, MA 02130
(617) 232-9500

West Roxbury Campus

1400 VFW Parkway
West Roxbury, MA 02132
(617) 323-7700

Brockton Campus

940 Belmont Street
Brockton, MA 02301
(508) 583-4500

Northampton VA Medical Center

421 North Main Street
Leeds, MA 01053
(413) 584-4040

NEW HAMPSHIRE

Manchester VA Medical Center

718 Smyth Road
Manchester, NH 03104
(603) 624-4366

RHODE ISLAND

Providence VA Medical Center

830 Chalkstone Avenue
Providence, RI 02908
(401) 273-7100

VERMONT

White River Junction VA Medical Center

215 North Main Street
White River Junction, VT 05009
(802) 295-9363

Community Based Outpatient Clinics

CONNECTICUT

Danbury CBOC

7 Germantown Road
Danbury, CT 06810
(203) 798-8422

New London CBOC

U.S. Coast Guard Academy
15 Mohegan Avenue
New London, CT 06320
(860) 437-3611

Stamford CBOC

Stamford Health System
1275 Summer Street
Stamford, CT 06904
(203) 325-0649

Waterbury CBOC

St. Mary's Hospital
Medical Office Building
133 Scovill Street, Suite 203
Waterbury, CT 06706
(203) 465-5292

Windham CBOC

Windham Hospital
96 Mansfield Street
Willimantic, CT 06226
(860) 450-7583

Winsted CBOC

The Winsted Health Center
115 Spencer Street
Winsted, CT 06098
(860) 738-6985

MAINE

Bangor CBOC

304 Hancock Street, Suite 3B
Bangor, ME 04401
(207) 561-3600

Calais CBOC

50 Union Street
Calais, ME 04619
(207) 904-3700

Caribou CBOC

163 Van Buren Road, Suite 6
Caribou, ME 04736
(207) 493-3800

Rumford CBOC

431 Franklin Street
Rumford, ME 04276
(207) 369-3200

Saco CBOC

655 Maine Street
Saco, ME 04072
(207) 294-3100

MASSACHUSETTS

Causeway Street CBOC

251 Causeway Street
Boston, MA 02114
(617) 248-1000

Dorchester CBOC

895 Blue Hill Avenue
Dorchester, MA 02121
(617) 822-7146

Fitchburg CBOC

275 Nichols Road
Fitchburg, MA 01420
(781) 687-4502

Framingham CBOC

61 Lincoln Street, Suite 112
Framingham, MA 01702
(508) 628-0205

Gloucester CBOC

298 Washington Street
Gloucester, MA 01930
(781) 687-4402

Greenfield CBOC

51 Sanderson Street
Greenfield, MA 01301
(413) 773-8428

Haverhill CBOC

108 Merrimack Street
Haverhill, MA 01830
(781) 687-4602

Hyannis CBOC

145 Falmouth Road
Hyannis, MA 02601
(508) 771-3190

Lowell CBOC

130 Marshall Road
Lowell, MA 01852
(978) 671-9000

Lynn CBOC

225 Boston Street, Suite 107
Lynn, MA 01904
(781) 687-3567

New Bedford CBOC

175 Elm Street
New Bedford, MA 02740
(508) 994-0217

Pittsfield CBOC

73 Eagle Street
Pittsfield, MA 01201
(413) 443-4857

Quincy CBOC

114 Whitwell Street
Quincy, MA 02169
(617) 376-2010

Springfield CBOC

25 Bond Street
Springfield, MA 01104
(413) 731-6000

Worcester CBOC

605 Lincoln Street
Worcester, MA 01605
(508) 856-0104

NEW HAMPSHIRE

Conway CBOC

7 Greenwood Avenue
Conway, NH 03818
(603) 447-2555

Littleton CBOC

Littleton Regional Hospital
600 St. Johnsbury Road
Littleton, NH 03561
(603) 444-9328

Portsmouth CBOC

302 Newmarket Street
Portsmouth, NH 03803
(603) 624-4366, Ext. 5500

Somerset CBOC

200 Route 108
Somerset, NH 03878
(603) 624-4366, Ext. 5700

Tilton CBOC

NH State Veterans Home
139 Winter Street
Tilton, NH 03276
(603) 624-4366, Ext. 5600

RHODE ISLAND

Middletown CBOC

One Corporate Place
West Main Road at Northgate Road
Middletown, RI 02842
(401) 847-6239

VERMONT

Bennington CBOC

Vermont Veterans Home
325 North Street
Bennington, VT 05201
(802) 447-6913

Colchester CBOC

Fort Ethan Allen
162 Hegeman Avenue, Unit 100
Colchester, VT 05446
(802) 655-1356

Rutland CBOC

215 Stratton Road
Rutland, VT 05702
(802) 773-3386